



# MPA

# Program

# Guide



**Public Administration and Policy**  
*School of Public & International Affairs*  
**UNIVERSITY OF GEORGIA**





# School of Public & International Affairs

*Public Administration and Policy*  
**UNIVERSITY OF GEORGIA**

Dear MPA Students:

Welcome to the University of Georgia! This program guide provides an overview of requirements for the Master of Public Administration (MPA) degree, as well as information about the application and admission process. Whether you are reading this guide as a prospective student considering the next steps in your career, or as a new student starting the program at our Socialization Seminar, this guide explains how the MPA program prepares you for success in a public service career.

As we begin a new academic year, the importance of rigorous policy analysis and the professional implementation of public programs is clear. Graduates of this MPA program are working on the front lines of government and the non-profit sector, engaged with the most pressing policy challenges facing our cities, states, country, and globe. Our NASPAA accredited MPA program is centered on a mission of preparing students for professional public service. Our core curriculum emphasizes the mastery of five core competencies. Students have access to a wide range of electives to develop expertise specific to their career goals. Internships and professional development opportunities ensure our students are prepared to take on the practical challenges they will face on the front lines of government and non-profit organizations.

Our program is highly acclaimed. *U.S. News and World Report* ranks us as #6 in public affairs programs, with high specialization rankings in public management and leadership (#3) and public budgeting and finance (#4). Globally, the Shanghai Academic Ranking of World Universities marks us #7 in public administration with only three other U.S. universities ranked higher. These rankings acknowledge the cutting edge research and prominence of our faculty, which includes seven fellows of the National Academy of Public Administration. Our small class sizes provide the opportunity to engage with faculty in discussions about the latest advances in public management and policy.

In the weeks and months ahead, you will find the MPA program links you to an amazing professional network that spans the globe. Colleagues in your classes bring diverse life and work experiences into the classroom. They will become friends, collaborators, and co-workers in the years ahead. You will have many opportunities to engage with program alumni as they return to campus, virtually or in person, to share their insights on success in public service. The Carl Vinson Institute of Government is an important partner in your professional development. Their faculty support several electives in the MPA curriculum and offer a professional development series for our students.

We acknowledge this is a time of uncertainty. Staff in the Department of Public Administration and Policy and programs on campus are ready to support your journey through graduate education. Please do not hesitate to contact me if you would like to talk about how the University of Georgia can help you achieve your goals career goals in professional public service. Again, welcome!

Best regards,

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*The University of Georgia, Department of Public Administration and Policy, is committed to providing access to all people. If you have accessibility concerns, please contact us as soon as possible at (706) 542-9660 to arrange accommodations.*

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# **The MPA Program**

## **Department of Public Administration and Policy**

### **School of Public and International Affairs**

#### **The University of Georgia**

The central purpose of the SPIA MPA program at The University of Georgia (UGA) is to educate students for professional careers in public service, including management and policy analysis in government and nonprofit organizations. The program is open to students employed in the public, nonprofit, and private sectors who are seeking to advance their careers, as well as students without previous public service experience. While normally a terminal professional degree, some graduates of the MPA program have entered PhD or other programs to pursue academic careers.

#### ***Mission Statement***

The MPA program at The University of Georgia strives to be a leader in educating and inspiring students for managerial and analytical careers in public service through teaching, research, and service to the community while emphasizing the professional values of ethics and accountability.

This mission is fulfilled by educating and inspiring students for careers in management, administration, and policy analysis in government and nonprofit organizations domestically and abroad. The program produces leaders with a wide range of analytic, communicative, and managerial abilities to meet the demands of contemporary public and nonprofit sectors. The MPA curriculum encourages the development of the intellectual capacities and professional skills necessary for the successful performance of critical public service jobs. The program accomplishes these goals by contributing to the advancement of the public administration and policy fields through teaching, research, and public service. The program also creates an awareness of and sensitivity to ethical concerns and accountability issues within the public service arena.

#### ***Public Service Values***

The program's dedication to public service values permeates all teaching, curriculum, and conduct of students and faculty. This predominance originates from our mission statement, which emphasizes the following values that distinguish MPA programs from other graduate offerings.

#### **Accountability, Transparency, and Ethical Considerations**

Our mission statement specifically identifies the importance of an awareness of ethical concerns and accountability in the public service arena, so the department operates according to these values. The department's emphasis on accountability, inclusiveness, and transparency ensure all stakeholders are considered and informed of the processes and outcomes of the program.

#### **Professional Competency and Service to the Public Good**

The program emphasizes the necessity of professional skills and intellectual capacities to ensure students are capable of serving in government and nonprofits as leaders exemplifying critical thinking, fairness, and decisiveness. Students are trained in analytic, communicative, and managerial skills that will enable them to become productive public leaders who involve

all stakeholders, utilize fact-based evidence to make decisions objectively, and execute public initiatives for the welfare of others.

### **Upholding Democratic Principles of Equity, Due Process, and Representativeness**

Students are trained to appreciate the importance of efficiency and effectiveness in executing public initiatives while maintaining a respect for the rule of law. The program curriculum focuses on the unique concerns and challenges faced by today's public administration and policy leaders, such as diversity and equity concerns, distinctive bureaucratic processes, and serving a variety of stakeholders and constituents.

### ***National Recognition***

Over the past several decades, UGA has become a major center of excellence for public service education. The University of Georgia was ranked number one worldwide for publishing output and named as undisputed leader in the field of Public Administration by a 2014 study by Steven Van de Valle and Roxanne van Delft. The most recent survey from *U.S. News & World Report* (2021 edition) ranked the SPIA MPA program at UGA as 6th in the nation among all public affairs programs. In addition, the SPIA MPA program is ranked 3rd in the nation for its public management and leadership specialization and 4th among all public affairs programs in the public budgeting and finance specialization. The program is fully accredited by the National Association of Schools of Public Affairs and Administration.

### ***Partnership with the Carl Vinson Institute of Government***

The MPA program is co-sponsored and supported by the Carl Vinson Institute of Government (CVIOG), a public service outreach unit of UGA that conducts research and provides direct assistance to state and local governments throughout Georgia, the nation, and internationally. Select faculty from the CVIOG offer courses in the program. This partnership also affords many students the opportunity to get involved in the work of the Institute. For more information go to the CVIOG website at <http://www.cviog.uga.edu/>.

### ***The MPA Advisory Board***

The MPA Advisory Board, composed of alumni and public service professionals from government and nonprofit organizations, meets twice each year to review the MPA curriculum and discuss the latest trends and challenges facing managers in public service. Each spring, we invite students to a reception with members of the advisory board to discuss career development and engage in professional networking.

### ***Location***

The University of Georgia is located in Athens, Georgia approximately 70 miles northeast of Atlanta. Courses for the MPA program are offered on campus in Athens and at the University of Georgia Gwinnett Campus at 2530 Sever Road, Lawrenceville, Georgia, 30043. All Gwinnett classes are offered in the evenings to accommodate working professionals, and classes in Athens are offered in the late afternoons and evenings.



## ***Tuition***

The University System of Georgia Board of Regents sets the tuition for the MPA program. For more information on tuition and fees, please visit: <https://t.uga.edu/63y>.

## ***Libraries and Technology***

SPIA MPA students may utilize numerous campus resources while pursuing their programs of study. The University's library system includes the UGA Main Library, Law Library, Science Library, and Special Collections Library. The system contains vast holdings of periodicals and reference materials, is a government depository, and ranks among the leading research libraries in the nation. Our department also provides a specialized library and computer technology center to assist students in their studies. The Gwinnett Campus also houses a small library as well as a computer lab.

## ***Assistantship Opportunities***

The Department of Public Administration and Policy offers a limited number of highly competitive teaching and research assistantships that carry stipends for a nine-month academic year. The Department also seeks out and nominates SPIA MPA students for competitive assistantships within other campus units, including those funded by the UGA Graduate School and Carl Vinson Institute of Government, among others. Recipients of graduate assistantships automatically receive a tuition waiver, regardless of their residency status. Students receiving assistantships and meeting departmental standards of performance in their academic work are generally eligible for two to four semesters of financial support depending on the nature of their funding. The application deadline to be considered for assistantships, which typically begin in the fall semester, is January 15th for the following academic year. It should be noted that assistantship funding for the SPIA MPA program is generally only awarded to the most competitive applicants who have highly exceptional GPA and GRE scores and other qualifications.

The UGA Graduate School also provides a limited number of competitive out-of-state tuition waivers for non-Georgia residents. The availability of these awards is announced each spring, and students are nominated for these awards by the Department. These waivers do not automatically renew from one academic year to the next.

Students must generally possess both high GPA and GRE scores to be competitive for these limited funding opportunities, although other relevant information and experience are also considered in nomination decisions.

## ***Employment***

Graduates of the SPIA MPA program have obtained administrative and management positions at all levels of government and in nonprofit agencies. The MPA Career Services Coordinator assists students in the employment process. For examples of specific locations where our graduates have accepted employment, please visit our website: <https://t.uga.edu/63z>.

# MPA PROGRAM COMPETENCIES

The curriculum for the MPA degree prepares students to master five core competencies in their preparation for public service. Class content from across the core curriculum will help students develop in each area. The MPA program uses these competencies for regular assessment of the program for the Network of Schools of Public Policy, Affairs and Administration (NASPAA). The five competencies also provide structure for the student capstone paper and portfolio, which students complete in their final semester.

## **Competency 1: To Lead and Manage in Public Governance**

Students will learn the implications of the unique political and legal environment in the public sector and its human management implications. They will be able to understand the importance and dynamics of working in groups or teams to make collaborative decisions, incorporate diverse viewpoints, and create a cohesive and professional product. Furthermore, students will be equipped to identify leadership and management demands across sectors, particularly in the public and nonprofit sectors, including their similarities and differences as well as unique intergovernmental and inter-organizational challenges.

## **Competency 2: To Participate in the Public Policy Process**

Students in the Master of Public Administration program at The University of Georgia will understand the public policy process at the federal, state, and local levels, including formulating, implementing, and evaluating policy. They will develop the ability to interpret and persuasively communicate information regarding policy alternatives through memoranda and presentations. Additionally, students will analyze policy alternatives using quantitative and qualitative tools to evaluate decisions and explain potential ramifications for diverse constituencies. They will learn to manage financial resources and develop a comprehensive budget proposal to achieve organizational goals.

## **Competency 3: To Analyze, Synthesize, Think Critically, Solve Problems and Make Decisions**

Students in the Master of Public Administration program at The University of Georgia will utilize various methods and analytical tools to analyze and interpret data to provide effective reasoning for decision-making and policy creation. Students will learn to effectively and concisely inform the public and other stakeholders of decisions and initiatives through the presentation of data and research findings. Furthermore, they will produce policy papers involving the synthesis of information, evaluation, and analysis of critical questions or problems currently facing the field of public administration and policy.

## **Competency 4: To Articulate and Apply a Public Service Perspective**

Students in the Master of Public Administration program at The University of Georgia will understand and appreciate the intellectual history of American public administration, competing ideological frameworks, and major issues or controversies that have emerged over time. They will learn to apply the profession's code of ethics to decisions and value conflicts unique to the public sector, ensuring practices remain accountable and transparent. Moreover, students will demonstrate an appreciation of the complex legal/political/fiscal environment of public management.

## **Competency 5: Communicating with a Diverse Workforce and Citizenry**

Students will exhibit knowledge of principles and practices associated with effective public personnel management. Such skills will include the ability to recognize, consider, and respect differing points of view in administrative and policy decisions. Students will execute specific

strategies to enhance equity within and representativeness of the public workforce to ensure all people within a government's jurisdiction are well served. Finally, students will demonstrate an appreciation for diversity and will be able to work productively in teams by displaying composure, professionalism, and effective communication skills.

## CURRICULUM OUTLINE

A total of 41 semester credit hours are needed to complete the SPIA MPA program. A mandatory socialization seminar and five core courses introduce students to the various fields of public administration and policy. In addition, two required courses in research methods assist students in developing a familiarity with quantitative techniques in public sector decision making. Students must also select six courses from among our elective specializations to complete their course requirements. Finally, students must complete an internship and capstone paper, as well as pass a final comprehensive exam to complete their degree.

The following provides an outline of the SPIA MPA curriculum:

### **1. MPA Socialization Seminar (1 semester hour)**

PADP 6980 Socialization Seminar

### **2. Public Administration Core (15 semester hours)**

PADP 6910 Public Administration and Democracy

PADP 6920 Public Personnel Administration

PADP 6930 Public Financial Administration

PADP 6950 Economic Foundations of Policy Analysis

PADP 6960 Public Management

### **3. Research Methods Sequence (6 semester hours)**

PADP 7110 Research Methods in Public Administration

PADP 7120 Data Applications in Public Administration

### **4. Electives (18 semester hours)**

### **5. Internship**

### **6. Capstone Paper and Portfolio (1 semester hour)**

PADP 6990 Capstone Paper and Portfolio

### ***Elective Courses***

Students may choose to either specialize in a single area of study or to complete a generalist degree. Areas of specialization include the following:

- Criminal Justice
- Health Policy and Administration
- Higher Education Administration
- Local Government Administration
- Nonprofit Administration
- Public Budgeting and Financial Management
- Public Management/Organization Theory
- Public Policy

To specialize in a single area of study, students must take four courses in that area of specialization. To complete a generalist degree, students must choose a minimum of two courses from within at least two of the specified areas of specialization. To complete a Criminal Justice degree, students must choose a minimum of two courses from Sociology and/or Political Science in addition to two other courses from the approved list.

The areas of specialization and relevant pre-approved elective courses are listed below. Please note that none of the following courses may be taken either online, during the Maymester, or during short summer session without prior approval except for the Case Study in Seoul. Additional elective courses outside of the department that are not listed below may be taken with individual approval of the Department. Students with a desire to obtain approval for an out-of-department course should email a copy of the course syllabus to the MPA Student Services Coordinator for consideration.

## 1. Criminal Justice

PADP 6490	Administrative Law
PADP 8420	Leadership in Public Service OR PADP 8460 Organization Behavior
PADP 7520	Urban Policy
PADP 7500	Local Government Management
PADP 7930	Human Services Administration
PADP 8640	Program Evaluation
POLS 8450	Special Topics in Law, Courts, and Judicial
SOCI 8150	Criminal Punishment and Society
SOCI 8470	Deviance and Social Control
SOCI 8810	Sociology of Crime
SOCI 8850	Sociology of Law
SOCI 8820	Communities and Crime
SOCI 8840	Gender, Crime and Justice

## 2. Health Policy and Administration

PADP 8610	Economics of Health Policy
PADP 8640	Program Evaluation
PADP 8670	Policy Analysis I
PADP 8680	Policy Analysis II
DMAN 7100	Introduction to Disaster Management
DMAN 7200	Disaster Management for Public Health Professionals
DMAN 7400	Public Health Crises and Disaster Management
EHSC 7010	Fundamentals of Environmental Health Science
HPAM 7010	Introduction to Health Policy and Management
HPAM 7700	Public Health and Healthcare Ethics
HPAM 8400	Advanced Policy Analysis in Public Health

HPAM 8600	Advanced Health Economics
HPAM 8650	Healthcare Finance
HPAM 8700	Management of Public Health Organizations
HPAM 8800	Leadership in Public Health
HPAM 8820	Global Health Policy
HPAM 8850	Economic Evaluation Methods in Health
HPRB 7470	Program Evaluation in Health Promotion and Health Education
HPRB 7480	Global Health Promotion
HPRB 7500	Community Health Promotion

### **3. Higher Education Administration**

PADP 7920	Equal Employment Opportunity, Affirmative Action, and Diversity
PADP 7930	Human Services Administration
PADP 8420	Leadership in Public Service
PADP 8430	Public Financial Management
PADP 8470	Bids and Contracting
PADP 8640	Program Evaluation
PADP 8830	Seminar in Public Budgeting
PADP 9200	Governmental and Nonprofit Accounting
ECHD 7400	Foundations of College Student Affairs Administration
EDAP 7040	Educational Law and Ethical Leadership
EDAP 8210	Educational Policy Analysis
EDHI 8000	History of US Higher Education
EDHI 8010	Higher Education in the United States
EDHI 8300	The Law and Higher Education
EDHI 8400	Finance of Higher Education
EDHI 9050	Organization and Governance in Higher Education

### **4. Local Government Administration**

PADP 7360	Managing Government Performance
PADP 7500	Local Government Management
PADP 7520	Urban Policy
PADP 7580	Local Government Practicum
PADP 7900	Managing Volunteers
PADP 7930	Human Services Administration
PADP 8420	Leadership in Public Service
PADP 8430	Public Financial Management
PADP 8460	Organization Behavior

PADP 8470	Bids and Contracting
PADP 8550	Intergovernmental Relations
PADP 8560	Case Study in Seoul
PADP 8560	Downtown and Urban Planning
PADP 8640	Program Evaluation
PADP 8810	State and Local Taxation
PADP 8820	Economic Development Policy and Financing
PADP 8830	Seminar in Public Budgeting
PADP 8840	Metropolitan Fiscal Problems
PADP 8870	Debt Management
PADP 9200	Governmental and Nonprofit Accounting
PADP 9200	Managing the Co-Production of Public and Non-Profit Services
EDES 6270	Environmental Design Uses of Geographic Information Systems
EDES 6650	City Planning
FHACE 6310	Housing Policy
GEOG 6370	Geographic Information Science
HIPR 6000	Introduction to Historic Preservation
PLAN 6200	Environmental Planning Law

## **5. Nonprofit Administration**

PADP 7210	Introduction to the Nonprofit Sector
PADP 7220	Nonprofit Governance and Management
PADP 7900	Managing Volunteers in the Public and Nonprofit Sectors
PADP 7930	Human Services Administration
PADP 8420	Leadership in Public Service
PADP 8430	Public Financial Management
PADP 8470	Bids and Contracting
PADP 8640	Program Evaluation
PADP 8860	Nonprofit Financial Administration
PADP 9200	Managing the Co-Production of Public and Non-Profit Services
MNML 7060	Fundraising and Development for Nonprofit Organizations
MNML 7226	Evaluation of Professional Practice
MNML 7237	Theory and Management of Nonprofit Organizations
MNML 7957	Grant Proposal Writing for Nonprofit Organizations
MNML 7947	Social Entrepreneurship
MNML 7330	Managing Innovations in Organizations

**6. Public Budgeting and Financial Management**

PADP 8430	Public Financial Management
PADP 8470	Bids and Contracting
PADP 8810	State and Local Taxation
PADP 8820	Economic Development Policy and Financing
PADP 8830	Seminar in Public Budgeting
PADP 8840	Metropolitan Fiscal Problems
PADP 8860	Nonprofit Financial Administration
PADP 8870	Debt Management
PADP 9200	Governmental and Nonprofit Accounting
EDHI 8400	Finance of Higher Education
HPAM 8650	Healthcare Finance

**7. Public Management/Organization Theory**

PADP 6490	Administrative Law
PADP 7360	Managing Government Performance
PADP 7380	Ethics in Public Administration
PADP 7900	Managing Volunteers in the Public and Nonprofit Sectors
PADP 7920	Equal Employment Opportunity, Affirmative Action, and Diversity
PADP 7930	Human Services Administration
PADP 8420	Leadership in Public Service
PADP 8460	Organization Behavior
PADP 8470	Bids and Contracting
PADP 8630	Policy Implementation
PADP 8640	Program Evaluation
PADP 8650	Policy Seminar: Regulation
PADP 8830	Seminar in Public Budgeting
PADP 8940	Seminar in Comparative Administration
PADP 8960	Organization Development and Change
MGMT 7220	Project Management
INTL 8210	International Organization

**8. Public Policy**

PADP 6490	Administrative Law
PADP 7520	Urban Policy
PADP 7580	Local Government Practicum
PADP 8550	Intergovernmental Relations
PADP 8560	Case Study in Seoul
PADP 8610	Economics of Health Policy

PADP 8620	Policy Process
PADP 8630	Policy Implementation
PADP 8640	Program Evaluation
PADP 8650	Regulation
PADP 8670	Policy Analysis I
PADP 8680	Policy Analysis II
PADP 8810	State and Local Taxation
PADP 8820	Economic Development Policy and Financing
PADP 9200	State and Local Taxation
POLS 8000	Introduction to Rational Choice Theory
ECOL 8730	Environmental Policy
EDAP 8210	Educational Policy Analysis
EDAP 8220	Evolution of PreK-12 Federal Education Policy from 1965- the Present
FHCE 6310	Housing Policy
HPAM 7010	Introduction to Health Policy and Management
HPAM 8820	Global Health Policy
HPAM 8400	Advanced Policy Analysis in Public Health
HPAM 8600	Advanced Health Economics
HPAM 8850	Economic Evaluation Methods in Health
HPRB 7470	Program Evaluation in Health Promotion and Health Education
SOWK 7106	Evaluation of Community and Institutional Practices

### ***Independent Studies***

Independent study courses may be available for content not offered through a regularly scheduled course. Independent studies are narrowly tailored and developed through consultation with an individual faculty member. Only two Independent Study courses may be used to fulfill elective requirements, pending approval by the instructor and the MPA Director. To request enrollment in an Independent Study course, students must develop a program of study with a faculty member, download and complete the appropriate form from the website (under The Field of Study drop down), and obtain a signature from the course instructor: <https://t.uga.edu/63B>.

### ***Internship Requirement***

Before graduating, students must complete an internship. The internship provides students with an experiential basis for linking their coursework to their future careers as public service professionals. Students reflect upon this experience and professional development in their Capstone Paper and Portfolio at the end of the MPA program. Internships must be completed at a public sector government agency or nonprofit organization that is non-partisan and non-sectarian in scope. This requirement helps to ensure that the degree candidate can perform responsibly and proficiently at a professional or managerial level. Students must intern for a minimum of 300 hours at the same agency. Students will not receive course credit for completing this internship, and cannot fulfill this requirement with an internship or other



experience for which students have otherwise received course credit or fulfilled another degree requirement. The MPA Career Services Coordinator assists students with building their resumes, finding available internships, and application processes to satisfy this requirement. *Students must provide contact information for their internship supervisor to the MPA Career Services Coordinator and obtain approval of their internship before work begins.* For examples of the broad array of internships students have completed, please visit our website: <https://t.uga.edu/63z>.

Students concurrently working at a professional or managerial level within a government agency or nonprofit organization while pursuing their MPA degree may seek a waiver from the internship requirement. Students desiring such an exemption should complete the Internship Waiver Form (<https://t.uga.edu/5Zb>) and submit it to the MPA Recruitment and Career Services Coordinator with justification for the waiver. Exemption from the internship does not, however, eliminate the requirement of the Capstone Paper and Portfolio.

### ***Capstone Paper and Portfolio Requirement***

In the final semester of the MPA program, students are required to write a capstone paper that reflects upon their mastery of MPA program competencies, assemble a portfolio of work from core classes in the program to illustrate mastery of these competencies, and complete an online exit survey. These requirements are included as part of the one credit hour PADP 6990 course.

The portfolio of student work is required for two reasons. First, the program wants to assess what students consider to be their best work from core MPA classes in each of the five core competency areas. Second, by assembling evidence of mastery in each area, students are organizing a set of work that can be discussed with prospective employers during job interviews. The portfolio illustrates the work contributions the student is prepared to make to an organization. After each class, students should reflect upon their learning and consider if any assignment or project from the class will be appropriate for inclusion in the portfolio. A professional resume must also be included in the portfolio.

The capstone paper is a critical reflection essay describing the student's professional development in the MPA program. The student can think of this paper as an integral part of the portfolio that provides context to the individual documents while more broadly discussing the student's development in the MPA program. The capstone paper includes three parts. First, the student reflects upon personal goals and public service values. Second, student reflects upon development in their career or internship experience. Third, the student reflects upon their development of the five core competencies for the MPA program. In this section, the student also discusses how material included in the portfolio illustrates mastery of the competency.

### ***Exit Survey Requirement***

Students must also complete the exit survey to provide feedback about the MPA program. Responses to the survey help program faculty and staff make adjustments to the curriculum and services provided by the Department. Your feedback is critical to the ongoing improvement of the Department and our ongoing assessment efforts. The survey will be distributed to students enrolled in PADP 6990 each semester.

## **MPA/JD Joint Degree Program**

A joint MPA/JD degree is available through the Department of Public Administration and Policy and the UGA School of Law. Students must meet the admissions requirements of both academic programs to enroll. The joint program allows students to earn both degrees in four years, eliminating approximately one year of academic work. Applicants must take both the Graduate Record Examination (GRE) and the Law School Admissions Test (LSAT) to be considered for admission.

Students admitted into the joint program typically take coursework the first year in either the MPA program or the Law School and the second year in the other academic unit. In their third year, students take classes primarily in the Law School. The fourth year students finish up their requirements in both academic units.

## **Double Dawgs**

The Double Dawgs program was created to give ambitious and motivated students a competitive advantage in today's knowledge economy. By earning both a bachelor's degree and a master's degree in five years or less, students can save time and money while positioning themselves for success after graduation.

## **ACADEMIC HONESTY**

Students must agree to abide by UGA's academic honesty policy and procedures known as *A Culture of Honesty* when applying for admission to the University of Georgia. *A Culture of Honesty* and the University of Georgia Student Honor Code work together to define a climate of academic honesty and integrity at the university.

The Department of Public Administration and Policy expects all students to follow UGA regulations on academic honesty. All academic work must be performed without plagiarism, cheating, lying, tampering, stealing, or receiving unauthorized or illegitimate assistance.

All members of the university community have a responsibility to uphold and maintain an honest academic environment and to report when dishonesty occurs. Where suspected violations of the academic honesty policy occur, appropriate procedures are designed to protect the integrity of the academic process while ensuring due process. The university's academic honesty system is an academic process founded on educational opportunities. Details on the University policy on academic honesty are located at <https://t.uga.edu/63D>.

## **ADMISSION TO THE PROGRAM**

To be considered for admission to the MPA program, students must hold a baccalaureate degree from an accredited college or university and must demonstrate potential for excellence in the study of public administration. MPA students come from diverse backgrounds and fields of study. Each year, 65-70 students begin their path to earning their MPA. Visit the MPA student profiles section of our departmental website for more information: <https://t.uga.edu/63C>.

Application deadlines for students from the United States are January 15th to be considered for assistantship, July 1st for fall semester, and November 15th for spring semester. International

applicants must apply by April 15th for fall semester and October 15th for spring semester. Students interested in the MPA/JD program must apply separately to both programs and meet the admissions requirements for each. For more information about applying to the School of Law, please visit <https://www.law.uga.edu/admissions>.

**1. COMPLETE THE ONLINE APPLICATION:** Complete the [online application](#) located at the UGA Graduate School website and pay the required application fee, which is \$75 for domestic applicants and \$100 for international applicants.

- You will be prompted to upload a **resume**, **unofficial transcripts** (from all institutions attended), and a **statement of purpose**. The statement of purpose is your opportunity to communicate to us how this program fits with your future plans. You should use this document to convey why this area of study and this specific program are a good fit with your career and educational goals. You should also highlight your relevant experience and preparation for this program.
- You will be asked to enter the email addresses of three recommenders. If you would rather submit paper letters to the department, you will need to list your name and e-mail three times in the boxes on the online application that ask for your recommenders. That way, only you will receive the electronic letter of recommendation requests, which you may delete.

**2. REQUEST OFFICIAL DOCUMENTS TO BE SENT TO THE UGA GRADUATE SCHOOL:** Transcripts and score reports are accepted electronically and by mail. Allow 10-14 days for receipt and processing of these materials by the Graduate School Admissions Office.

- Transcripts- If accepted to the program, you will have to submit an official transcript from all institutions from which you have earned a degree.
- Official Test Scores ([GRE](#) / [TOEFL](#) / [IELTS](#))
  - The [GRE](#) is required of most\* applicants. The average GRE score for incoming MPA students for fall 2018 was approximately 310; however, the GRE score is only one of several factors considered for admissions. Equally important are an applicant's personal statement and other application materials.

\*Applicants with five years of work experience in the public or non-profit sector and an undergraduate GPA over 3.0 may request a waiver for the GRE during the application process. To discuss a GRE waiver, contact Aaron Redman.

- The departmental policy is to require [TOEFL](#) scores from any applicant whose primary language is not English, unless that student has received a degree within the past two years from an accredited institution where the language of instruction is English. The TOEFL scores can be no older than two years.
- If an institutional code is required for score reporting for the computer-based Graduate Record Exam, list code 5813. Otherwise, select "The University of Georgia" when asked where scores should be sent.

**Mail materials to:**  
**Office of Graduate Admissions**  
**The University of Georgia**  
**Brooks Hall, 310 Herty Drive**  
**Athens, GA 30602**

**International Applicants** - [additional requirements](https://t.uga.edu/UO) can be found on the Graduate School website (<https://t.uga.edu/UO>).

The MPA Admissions Committee reviews all completed applications and makes decisions regarding admissions into the SPIA MPA program. Students must also be admitted to the UGA Graduate School once admitted to the MPA program. Applicants receive official email or written notification of admissions decisions from both our department and the UGA Graduate School. The Socialization Seminar, which is a curriculum requirement for obtaining the SPIA MPA degree, is always held the week prior to the beginning of each fall and spring semester and attendance is mandatory.

## **ACADEMIC ADVISING AND REGISTRATION**

New students receive academic advising during the week of the Socialization Seminar in the fall and at orientation in the spring. Continuing students are advised typically during October and March of each academic year. Online registration used by UGA requires students to be advised prior to gaining access to the registration system to enroll in classes.

### ***Registration Guidelines***

The UGA Graduate School enforces the following registration guidelines:

- Students who receive an assistantship and/or a tuition waiver must register for a minimum of 12 semester hours in the fall and spring. Students who are paid on assistantship over the summer must register for at least nine hours.
- Students must be registered for at least three hours during the term in which they complete their degree requirements.
- Students pursuing graduate degrees at UGA must maintain continuous enrollment from matriculation until completion of all degree requirements. Continuous enrollment is defined as registering for a minimum of three credit hours in at least two semesters per year (Fall, Spring, Summer) until the degree is attained.
- Students may apply for a leave of absence for well-documented causes that interfere with the ability to undertake graduate study on a continuous basis. An approved leave of absence stands in lieu of registering for the minimum of three credit hours each semester for which the leave of absence is granted.
- Students who fail to achieve continuous enrollment, or apply for a leave of absence, will become “inactive”, and must reapply for admission.
- If it becomes necessary to add a class after the established deadline for registration, the MPA Student Services Coordinator may approve a request for late registration within a reasonable amount of time.

### ***Withdrawals***

Students who are considering withdrawal from a class after the established dates for registration should first discuss that decision with their instructor. Withdrawal is initiated through the UGA online registration system. To receive a grade of ‘W’, a student must withdraw before the midpoint of the semester. Withdrawals from courses after the withdrawal deadline will only

be permitted in cases of hardship as determined by the Office of Student Care and Outreach.

### ***Incompletes***

Under limited circumstances, an instructor may decide to grant a student an “Incomplete” in a course, which puts a hold on the course grade until the student completes the required coursework. When an “Incomplete” is granted, the student has a maximum of three terms (one year) in which to satisfy the requirement(s) and convert the grade. If the grade is not converted after three terms, it automatically converts to an “F”. All “Incompletes” must be converted before graduation.



## FACULTY

The faculty of the Department of Public Administration and Policy includes scholars of national and international reputation. For more information, visit: <http://spia.uga.edu/directory/faculty/>.

**Amanda J. Abraham**, Associate Professor (PhD, Louisiana State University, 2006), specializes in addiction health services research. Her work focuses on the impact of federal and state policy on the accessibility and quality of substance use disorder treatment, the adoption, diffusion and implementation of evidence-based practices for substance use disorder treatment, organizational change, and workforce development. She currently serves as Principal Investigator and Co-Investigator on numerous federal grants including a grant from the National Institute on Drug Abuse to examine the association between medical cannabis laws and health care utilization among a nationwide cohort of patients with chronic pain. She is also the Principal Investigator of the UGA SBIRT Interprofessional Training Program. This SAMHSA funded training grant provides alcohol and drug screening and brief intervention training to students in the Doctorate of Pharmacy program, Master of Social Work program, and Clinical Psychology Doctoral program at the University of Georgia and the Master of Social Work program at Georgia State University. Dr. Abraham's work has been published in top journals, including Health Affairs, JAMA Internal Medicine, American Journal of Public Health, Health Services Research, Psychiatric Services, Drug and Alcohol Dependence, and Journal of Studies on Alcohol and Drugs. Email: [aabraham@uga.edu](mailto:aabraham@uga.edu)

**L. Jason Anastasopoulos**, Assistant Professor (PhD, University of California, Berkeley, 2013), is coming to UGA after spending time as a data science fellow at UC Berkeley's School of Information and a Democracy Fellow at the Harvard Kennedy School of Government. His current research interests in the fields of statistics and computing include causal inference, experimental design and analysis, machine learning methods for text and image classification with a special interest in Bayesian nonparametrics and stochastic optimization methods. His substantive interests include political behavior, political violence and American politics with a focus on race, ethnicity and migration in the United States. His current work has been published in Electoral Studies and the Journal of Legal Studies. Email: [ljanastas@uga.edu](mailto:ljanastas@uga.edu)

**Matthew R. Auer**, Matthew R. Auer is Dean and Arch Professor of Public and International Affairs at the School of Public and International Affairs, University of Georgia (UGA). Prior to his appointment at UGA, Auer served as Vice President for Academic Affairs and Dean of the Faculty at Bates College in Lewiston, Maine. Prior to Bates, Auer was Dean of the Hutton Honors College at Indiana University (IU) and Professor of International Environmental Affairs at the School of Public and Environmental Affairs at IU.

Auer has authored or co-authored more than 50 peer-reviewed articles and book chapters on environmental, energy, and foreign aid policy. In recent years, he has collected and analyzed data from social media platforms, such as Twitter, to elucidate flows of information and patterns of influence on topics like climate change. Auer is a member of the Executive Council of the Society of Policy Scientists and former editor in chief of the journal, *Policy Sciences*.

Auer has served in a variety of public policy roles at national and international levels. He was senior adviser to the U.S. Forest Service from 2001 to 2006, and during that time was a member

of the U.S. delegation to the United Nations Forum on Forests and to the International Tropical Timber Council. Auer has implemented and evaluated energy and environmental aid programs for the U.S. Agency for International Development and for foreign aid agencies in, among other countries, Mexico, Ecuador, Bolivia, Chile, the Dominican Republic, Estonia, Poland, Azerbaijan, Georgia, Laos, Vietnam and Thailand.

Matt received a Ph.D., an M.S., and an M.Phil. in forestry and environmental studies from Yale, a master's of law and diplomacy from the Fletcher School of Law and Diplomacy at Tufts University, and an A.B. *magna cum laude* in anthropology from Harvard University. Email: [matthew.auer@uga.edu](mailto:matthew.auer@uga.edu)

**Emily Bell**, Assistant Professor (PhD, University of Arizona, 2018) her research examines local and regional environmental governance, focusing on coordination, policy learning, and collaborative processes. A key component of her work involves descriptive and inferential social network analysis to learn how stakeholders of water policy and management mitigate hazards of natural disasters such as flooding and drought. Dr. Bell has a Ph.D. from the University of Arizona (2018) where she conducted research on urban water security in semi-arid climates. Currently, she is leading work that assesses vulnerability of community water systems and municipal adaptation to pressures of sea-level rise, extreme weather events, and urbanization. Email: [evbell@uga.edu](mailto:evbell@uga.edu)

**W. David Bradford**, Busbee Chair in Public Policy (PhD, Economics, Louisiana State University, 1991), was formerly the Director and founder of the Center for Health Economic and Policy Studies at the Medical University of South Carolina (MUSC) and has been a visiting faculty member at Yale Medical School and a tenured faculty member in the Department of Economics at the University of New Hampshire. He is a Co-Editor for the journals Health Economics and an Associate Editor for the Journal of the Society for Implementation Research. He has also recently served on the Executive Board of the International Health Economics Association. As part of his other professional service, Dr. Bradford is on the oversight boards for both the American Health Economics Conference and the Southeastern Health Economics Study Group. Dr. Bradford has significant experience with funded research, serving or having served as Principal Investigator on 22 extramurally funded research projects, and has been a permanent member of the Health Services Organization and Delivery study section for the National Institutes of Health.

A significant component of Dr. Bradford's current research involves the origins of time and risk preferences, and their effects on health care related decisions; he also explores other aspects of behavioral economics, including integrating the adaptation into neoclassical models of consumer choice. His work on intertemporal decision-making includes several projects that assess time and risk preferences of individuals and that determine the effects of those preferences on the demand for health care and on health insurance choices. Another of his research areas involves evaluating the impact of various reproductive health policies on individual health and behavioral outcomes. Another significant component of Dr. Bradford's current research involves investigating the impact of cannabis and substance use policies on health and social outcomes. He is also active in the area of prescription pharmaceutical markets, including the role of FDA policies, off-label utilization and advertising. Email: [bradfowd@uga.edu](mailto:bradfowd@uga.edu)

**Gene A. Brewer**, Associate Professor (Ph.D., University of Georgia, 2001), is an internationally



recognized public management scholar. His current research interests include public sector reform, government performance, international and comparative administration, organization theory and behavior, public policy implementation, rules and red tape, and bureaucratic accountability in democratic political systems. He is currently a partner or advisor on several large research projects and consortiums in the U.S., UK, Europe, and Asia. Dr. Brewer has more than forty-five years of work experience in public and nonprofit organizations and regularly lectures, consults, and conducts research in the U.S. and abroad on a wide range of topics related to public administration, management, and the policy process. He is Visiting Professor of Public Management at Utrecht University School of Governance in the Netherlands; Guest Fellow at Catholic University's Public Governance Institute in Leuven, Belgium; Global Professor of Public Administration at the Institute of Public Affairs in the Republic of Georgia; and has similar but less formal affiliations with several other universities and public institutions around the world. Dr. Brewer is active in the profession: he sits on several editorial boards and serves as an officer for several professional associations. He co-authored and co-edited *Public Service Performance: Research Directions* (Cambridge University Press, 2010; Korean version published in 2012); and *Managing for Public Service Performance: A People-Based Perspective* (currently under review by Oxford University Press).

Dr. Brewer teaches graduate courses in public administration, management, and the policy process. In recent years, he has taught seminars on public administration and democracy, public personnel administration (human resources management), organization theory and behavior, organization development and change, government performance improvement, international and comparative administration, public policy implementation, research methods and design, and data applications. He regularly gives invited lectures and research talks on emerging and recurrent topics in public management research such as bureaucratic responsibility, experimental research methods, interorganizational networks, public leadership, public service motivation, public service performance, public values, rules and red tape, and the rise of populism. Email: [cmsbrew@uga.edu](mailto:cmsbrew@uga.edu)

**Alex Combs**, Assistant Professor (PhD, University of Kentucky, 2018), Dr. Combs' research focuses on the impacts of state and local finance throughout the P-20 education pipeline with particular interest in competition for financial resources and human capital among jurisdictions or institutions. Dr. Combs' current research projects involve the composition of state support for higher education, college student migration, and the interaction between school finance equalization and various property tax mechanisms in rural and non-rural communities. Dr. Combs earned his Ph.D. in Public Policy and Administration from the University of Kentucky where he worked as a research analyst with the Kentucky Center for Statistics to explore the effects of the opioid epidemic on educational outcomes. Prior to graduate school, Dr. Combs worked as a nonprofit management consultant, organizing nationwide philanthropic efforts and designing award-winning educational curriculum for members, staff, and volunteers. Email: [alex.combs@uga.edu](mailto:alex.combs@uga.edu)

**Delmer D. Dunn**, Regents Professor Emeritus (Ph.D., Wisconsin, 1967), specializes in American government and public administration. His book, *Politics and Administration at the Top: Lessons from Down Under* (University of Pittsburgh Press, 1997), won the Charles H. Levine Book Prize, given by the Structure and Organization of Government Research Committee of the International Political Science Association, for the best book in the fields of public policy and administration. His research has appeared in several journals, including *Public Administration Review*, *Journal*

of *Public Administration Research and Theory*, *Social Science Quarterly*, and others. His current research interest focuses on accountability and responsibility of the public service in democratic countries. He has been an American Political Science Association Congressional Fellow, a Research Associate at The Brookings Institution, Director of the Institute of Higher Education, and Director of the Carl Vinson Institute of Government at the University of Georgia. Email: [ddunn@uga.edu](mailto:ddunn@uga.edu)

**J. Edward Kellough**, Professor and PhD Director in the Department of Public Administration and Policy (PhD Miami University, 1987). He served previously as the Head of the Department of Public Administration and Policy and as MPA Director. Dr. Kellough specializes primarily in the field of public personnel management. He teaches graduate courses in public personnel administration; public sector labor relations; EEO, affirmative action, and diversity; public sector job evaluation and compensation; public administration and democracy; and research methods.

Dr. Kellough is an elected Fellow of the National Academy of Public Administration. He has served as President of the Network of Schools of Public Policy, Affairs, and Administration (NASPAA), has been a member of the NASPAA Executive Council and served on the NASPAA Commission on Peer Review and Accreditation. He has served also as Chair of the Section on Public Administration of the American Political Science Association and as Chair of the American Society for Public Administration, Section on Public Administration Education. He is on the editorial boards of numerous academic journals. Dr. Kellough received the John Gaus Award and Lectureship from the American Political Science Association, Honoring a Lifetime of Excellence in Scholarship in the Joint Tradition of Political Science and Public Administration, in 2019.

Books by Dr. Kellough include *The New Public Personnel Administration*, seventh edition, with Lloyd G. Nigro (Wadsworth, Cengage Learning, 2014); *Understanding Affirmative Action: Politics, Discrimination, and the Search for Justice* (Georgetown University Press, 2007); and *Civil Service Reform in the States: Personnel Policy and Politics at the Sub-National Level*, edited with Lloyd G. Nigro (State University of New York Press, 2006). His research has also appeared in *Public Administration Review*, *The Journal of Public Administration Research and Theory*, *Administration and Society*, *The Review of Public Personnel Administration*, *The American Review of Public Administration*, *Public Personnel Management*, *American Journal of Political Science*, *Social Science Quarterly*, and other journals. He has lectured or made presentations in Australia, Canada, China, Denmark, Germany, Italy, the Republic of Georgia, the Netherlands, Russia, Saudi Arabia, South Korea, Ukraine, and the United Arab Emirates. Email: [kellough@uga.edu](mailto:kellough@uga.edu)

**Sun Young Kim**, Assistant Professor (PhD, Indiana University, 2017), specializes in public management, organizational behavior, and human resource management. She is broadly interested in understanding the roles of organizational contexts and managerial practices in shaping public employees' motivation, attitudes, and behavior. Her current research focuses on ethics management, employee empowerment, leadership, and flexible work arrangements in public organizations. Dr. Kim's work has been published in the *American Review of Public Administration* and the *Review of Public Personnel Administration*. Email: [kimsun@uga.edu](mailto:kimsun@uga.edu)

**George A. Krause**, Alumni Foundation Distinguished Professor of Public Administration (PhD,

West Virginia University, 1994). His previous faculty appointments include serving both as an Assistant and Associate Professor of Political Science at the University of South Carolina (1994-2005), and more recently, Professor of Political Science at the University of Pittsburgh (2005-2017). Krause's core scholarly interests center on issues pertaining to governance, accountability, and representation in the United States. Much of his research focuses on topics pertaining to public administration & executive politics, especially both the development and application of organizational and institutional theories to better understand the functioning of government institutions (both elected and unelected). In addition, Krause has written extensively on the political economy of public budgeting and finance. His current research activities investigate politically appointed bureaucratic leadership in U.S. federal government agencies; analyzing how U.S. federal agencies shape distributive policymaking; the sources and consequences of the exercise of executive authority; and understanding the implications of shared power arrangements for democratic governance and policymaking within the administrative state. Krause is the author of two books (*Two-Way Street: Institutional Dynamics of the Modern Administrative State*. 1999. University of Pittsburgh Press; *The Diversity Paradox: Political Parties, Legislatures, and the Organizational Foundations of Representation in America*. 2012. Oxford University Press, with Kristin Kanthak), and also co-editor of an edited volume of essays (*Politics, Policy, and Organizations: Frontiers in the Scientific Study of Bureaucracy*. 2003. University of Michigan Press, with Kenneth J. Meier). In addition, he has published nearly fifty articles and chapters in a variety of leading academic journals and edited volumes, including the *American Political Science Review*, *American Journal of Political Science*, *Journal of Politics*, *British Journal of Political Science*, *Journal of Public Administration Research and Theory*, *Journal of Policy Analysis and Management*, *Journal of Law, Economics, and Organization*, *Economics & Politics*, *Public Administration Review*, *Political Analysis*, *Political Science Research and Methods*, *Governance: An International Journal of Policy, Administration, and Institutions*, *Rationality & Society*, *The Oxford Handbook of American Bureaucracy*, and *The Oxford Handbook of State and Local Government*. Krause is the 2012 recipient of the Herbert A. Simon Award [for significant career scholarly contributions to the scientific study of bureaucracy], administered by the Midwest Political Science Association, as well as the 2005 recipient of the Donald B. Russell Award for Research in the Humanities and Social Sciences at the University of South Carolina [a university-wide career research award given to one faculty member in the Humanities and Social Sciences per academic year]. His book with Kristin Kanthak, *The Diversity Paradox: Political Parties, Legislatures, and the Organizational Foundations of Representation in America*. 2012. Oxford University Press, was the 2013 recipient of the Alan Rosenthal Prize [for Best Book or Article in Legislative Studies that has Potential Value to Legislative Practitioners], administered by the Legislative Politics Organized Section, American Political Science Association. His co-authored article with Daniel Carpenter "Reputation and Public Administration" (2012, January/February issue, pp. 26–32) was selected as one of the 75 Most Influential Articles Published in the 75 Year History of *Public Administration Review* (2014). In addition, Krause has served in numerous capacities within various professional organizations, including as an editorial board member in the following leading academic journals: *American Journal of Political Science*, *Journal of Politics*, *Journal of Public Administration Research & Theory*, and *Political Analysis*. In addition, he previously served as President, Midwest Public Administration Caucus of the Midwest Political Science Association, as well as President, Presidents and Executive Politics Organized Section, American Political Science Association. His current professional services activities include Associate Editor, *Journal of Public Administration Research & Theory* and also Treasurer, Political Economy Organized Section, American Political Science Association. Email: [gkrause@uga.edu](mailto:gkrause@uga.edu)

**Thomas P. Lauth**, Professor Emeritus of the School of Public and International Affairs (PhD,

Syracuse University, 1976), was a faculty member at the University of Georgia from 1981-2013, served as Head of the Department of Political Science, 1988-2001, and Dean of the School of Public and International Affairs, 2001-2013. He is the author or co-author of more than 50 peer reviewed journal articles and invited book chapters; the coauthor of *Compromised Compliance: Implementation of 1965 Voting Rights Act* (1982) and *The Politics of State and City Administration* (1986); and the co-editor of *Governors, Legislatures, and Budgets: Diversity Across the American States* (1991) and *Budgeting in the States: Institutions, Processes and Politics* (2006). In 1998, he received the Aaron B. Wildavsky Award for Lifetime Scholarly Achievement in Public Budgeting, presented by the Association for Budgeting and Financial Management. He is an elected Fellow of the National Academy of Public Administration (NAPA), and was President of the National Association of Schools of Public Affairs and Administration (NASPAA), 2000-01. He has taught courses, delivered lectures, and presented papers in China, Korea, Taiwan, Ukraine, and U.K. In 2010, he delivered the 100th Anniversary Graduate Commencement Address at the University of Georgia. During his years as an active faculty member he directed 30 Ph.D. dissertations. He earned the B.A. in Government from the University of Notre Dame, and the Ph.D. in Political Science from the Maxwell School of Citizenship and Public Affairs, Syracuse University. Email: [tplauth@uga.edu](mailto:tplauth@uga.edu)

**Emily C. Lawler**, Assistant Professor (PhD, Vanderbilt University, 2018) specializes in health economics, development economics, and applied microeconomics. Dr. Lawler's research is primarily in the fields of health economics, applied microeconomics, and development economics. Her research focuses on the effects of public policies on maternal and child health, both in the United States and in the developing world. Her recent work focuses on the effects of vaccination policy in the United States. Dr. Lawler's work has been published or accepted at the *Journal of Health Economics*, *American Economic Journal: Economic Policy*, and the *American Journal of Health Economics*, and she was recently awarded the 2018 Student Paper Award by the American Society of Health Economists for her paper "Effectiveness of Vaccination Recommendations versus Mandates: Evidence from the hepatitis A vaccine." Email: [Emily.lawler@uga.edu](mailto:Emily.lawler@uga.edu)

**Jerome S. Legge**, Professor Emeritus (PhD, Emory, 1975), has served as the Director of the MPA program (1981-2002), the Associate Dean of SPIA (2002-2011), and is currently serving as the University's Associate Provost for Academic Planning where he is responsible for strategic planning, program assessment, and University accreditation. His most important works are *Abortion Policy: An Evaluation of the Consequences for Maternal and Infant Health* (SUNY, 1985), *Traffic Safety Reform in the United States and Great Britain* (Pittsburgh, 1991), and *Jews, Turks, and Other Strangers: The Roots of Prejudice in Modern Germany* (University of Wisconsin Press, 2003). His primary current interests are in the areas of immigration policy, ethnic politics, comparative privatization with an emphasis on Europe, and on the attitudes of Europeans toward genetically modified foods and support for stem cell research. His articles have been published in the *American Journal of Political Science*, *Journal of Politics*, *Administration and Society*, *Political Research Quarterly*, *Policy Studies Review*, *Social Science Quarterly*, *Public Administration Review*, and numerous other journals. Dr. Legge has taught, researched, or lectured in Estonia, Italy, Germany, the Czech Republic, Hungary, Poland, Switzerland, Israel, China, Korea, and Canada. Email: [jlegge@uga.edu](mailto:jlegge@uga.edu)

**Michelle L. Lofton**, Assistant Professor (PhD, Syracuse University, 2018), teaches graduate

courses in public financial administration and public management. She has primary research interests in subnational financial management, state and local budgeting, and public management. In particular, Dr. Lofton's current research focuses on the impacts of financial managers' decision-making on a government's ability to manage its resources and the effects of state-imposed fiscal and economic constraints on a government's ability to manage resources. Email: [mlofton@uga.edu](mailto:mlofton@uga.edu)

**Rebecca Nesbit**, Associate Professor (PhD, Indiana University, Bloomington, 2008), teaches classes on the nonprofit sector, nonprofit management and governance, managing volunteers and other special topics. She also teaches statistics and research methods. Dr. Nesbit's research explores issues of philanthropy, volunteerism, public policy, and management in the public and nonprofit sectors. In particular, she conducts research on volunteer programs in public and nonprofit organizations, situational influences on volunteers' characteristics and motivations, and volunteer management in public and nonprofit organizations. Her work has appeared in *Nonprofit and Voluntary Sector Quarterly*, *Nonprofit Management and Leadership*, *Public Administration Review*, *the Journal of Public Administration Research and Theory*, and *Administration & Society*. Dr. Nesbit currently serves as an area editor for *Nonprofit and Voluntary Sector Quarterly*. Email: [nesbit7@uga.edu](mailto:nesbit7@uga.edu)

**Laurence J. O'Toole**, Professor Emeritus (PhD, Syracuse University, 1975), was the inaugural Head of the Department of Public Administration and Policy (2002-2008). Professor O'Toole is a graduate of Clarkson University (B.S. in chemistry with high honors), with M.P.A. and Ph.D. degrees in public administration from the Maxwell School, Syracuse University. He has lectured and conducted basic and applied research widely in North America, Eastern and Western Europe, Africa, Asia, and Australia. O'Toole has held visiting appointments at the International Institute of Management, Science Center Berlin, Germany; the Joint Research Program in Public Administration, Leiden University and Erasmus University, The Netherlands; the Centre for Local and Regional Government Research, Cardiff University, Wales; and the School of Public Policy and Management, Xi'an Jiaotong University, China. He has been appointed as Professor of Comparative Sustainability Policy Studies at Twente University, the Netherlands. He is also Research Fellow at the Danish National Centre for Social Science Research in Copenhagen.

He is past chair, Section on Public Administration, American Political Science Association and past President of the Public Management Research Association. He has been elected as a fellow of the National Academy of Public Administration and a senior member of the Netherlands Institute of Governance. He has authored, co-authored, or edited 12 books and has authored more than 160 journal articles and chapters. His research has been supported by numerous federal agencies, as well as the Danish Council for Strategic Research, the Economic and Social Research Council of the United Kingdom, and the European Commission. He has also undertaken applied research aimed at improving public policy and public management for such agencies as the U.S. Centers for Disease Control and Prevention, the U.S. Geological Survey, and the U.S. Agency for International Development. His current research focuses on public management and public program performance, particularly in networked settings.

Professor O'Toole has received numerous awards for his teaching and research, including the Charles Levine Award from the American Society for Public Administration and the National Association of Schools of Public Affairs and Administration (2002); the Dwight Waldo Award (2005) from the American Society for Public Administration, for outstanding contributions to the literature

and leadership of public administration through an extended career; and the John Gaus Award and Lectureship (2009) from the American Political Science Association, in honor of his “lifetime of exemplary scholarship in the joint tradition of political science and public administration.” Email: [cmsotool@uga.edu](mailto:cmsotool@uga.edu)

**Hal G. Rainey**, Professor Emeritus (PhD, Ohio State, 1978), teaches public administration and organization theory. His research has concentrated on identifying the distinctive features of organizations and management in the public sector, especially as contrasted with business organizations, and on leadership, incentives, performance, and organizational change in government. His book, *Understanding and Managing Public Organizations* is in its fifth edition. His research has appeared in such journals as *Administration & Society*, *American Journal of Political Science*, *Journal of Politics*, *Journal of Public Administration Research and Theory*, *Public Administration Review*, and *Social Science Quarterly*.

Rainey is a Fellow of the National Academy of Public Administration. He received the Charles Levine Award for Excellence in Public Administration, conferred jointly by the American Society for Public Administration and the National Association of Schools of Public Affairs and Administration. In 2009 he received the Dwight Waldo Award for career contributions to scholarship in public administration. In 2011 he received the John Gaus Award from the American Political Science Association and delivered the Gaus lecture at the Annual Meeting of the Association. The Gaus Award honors “the recipient’s lifetime of exemplary scholarship in the joint tradition of political science and public administration.” In 2015, Rainey received the Duncombe Award for Excellence in Doctoral Education, conferred by the Network of Schools of Public Policy, Affairs, and Administration (NASPAA). In 2016, he received the Public Management Research Association’s Frederickson Award for Career Contributions to Public Management Research. He has served as chair of the Public Administration Section of the American Political Science Association and chair of the Public and Nonprofit Division of the Academy of Management.

Rainey has served on governmental commissions at the state and local levels, and in a variety of training, consulting and practical research roles with federal, state, and local agencies. Before entering academics, he served as an officer in the U.S. Navy and a VISTA volunteer. Email: [hgrainey@uga.edu](mailto:hgrainey@uga.edu)

**Felipe A. Lozano Rojas**, Assistant Professor (PhD, Indiana University, Bloomington, 2020). Dr. Lozano-Rojas research lies in the intersection between public finance and social policy. His research focuses on taxation and behavior and on revenue-generating social-policies that provide different levels of governments with fiscal independence to attain social goals. He studies both the intended and unintended consequences of such policies. Dr. Lozano-Rojas specific interests include sugar-sweetened beverages taxation, higher education financial aid, sales tax holidays and more recently public finance and policy responses to the opioid epidemic and to the COVID-19 epidemic. Dr. Lozano-Rojas earned his Ph.D. in Public Affairs from Indiana University, and his research has been portrayed by the Tax Foundation, the Wall Street Journal, and NPR. Previously, Dr. Lozano-Rojas served as a Consultant for the World Bank, in matters related to student financial aid, and was the Chief Planning Officer for ICETEX, the student loan agency in his home country, Colombia. Email: [flozano@uga.edu](mailto:flozano@uga.edu)

**Cory Struthers**, Assistant Professor (PhD, University of California, Davis, 2018). Before arriving

at UGA, Dr. Struthers was a Postdoctoral Researcher in the Department of Forest Resources at the University of Minnesota and based at the Center for Environmental Policy and Behavior at the University of California, Davis. Her research concerns how political institutions and rules shape the incentives and decisions of elected officials and bureaucrats, focusing on the politics of climate change and the environment in American and comparative contexts. Her research also focuses on developing and validating measurement approaches in the social sciences. Her work has been published in Political Science Research Methods, Research & Politics, Climate and Development, and the Journal of Forestry. Email: [cory.struthers@uga.edu](mailto:cory.struthers@uga.edu)

**Andrew B. Whitford**, Alexander M. Crenshaw Professor of Public Policy, (PhD, Washington University in St. Louis, 1997). His research concentrates on strategy and innovation in public policy and organization studies. Current topics include agile government, moral hazard in public policy, and the use and regulation of emerging technologies such as artificial intelligence.

Dr. Whitford is Co-Editor of the Cambridge Elements Series in Public and Nonprofit Administration, a new publication channel for the research community. He is also an elected Fellow of the National Academy of Public Administration. He received the 2017 Herbert A. Simon Award for “significant contribution to the scientific study of bureaucracy.”

His most recent book, *Above Politics: Bureaucratic Discretion and Credible Commitment*, was published in 2016 in the Political Economy of Institutions and Decisions series of Cambridge University Press. Written with Gary J. Miller of Washington University in St. Louis, this book is about the most recent financial crisis and how the regulatory state shapes markets, economic performance, and innovation. This book received the American Political Science Association’s 2017 Gladys M. Kammerer Award for US national public policy, the International Political Science Association’s 2017 Levine Prize for comparative administration and public policy, and the 2016 Book of the Year Award of the Section of Public Administration Research (SPAR) of the American Society of Public Administration. Dr. Whitford’s first book, *Presidential Rhetoric and the Public Agenda: Constructing the War on Drugs*, written with Jeff Yates of Binghamton University, was published by Johns Hopkins University Press in 2009. This book is about narcotics control in the US and how presidents have used the War on Drugs as a political strategy.

Dr. Whitford’s research papers have appeared in peer-reviewed journals such as the Administrative Science Quarterly, the Journal of Public Administration Research and Theory, the Journal of Policy Analysis and Management, the American Journal of Public Health, and the American Journal of Political Science.

Dr. Whitford is also Visiting Honorary Senior Research Associate in the School of Public Policy at University College London and Research Fellow in Arizona State University’s Center for Organization Research and Design. He has also spent time at the University of Manchester as Hallsworth Visiting Professor in Political Economy, at the National University of Singapore as a Rotary International Ambassadorial Scholar, in Germany as a Fulbright German Studies Seminar Scholar, and at the University of Michigan as a Robert Wood Johnson Scholar in Health Policy Research. Email: [aw@uga.edu](mailto:aw@uga.edu)

**Katherine G. Willoughby**, was professor of public management and policy in the Andrew Young School of Policy Studies at Georgia State University for three decades, where she taught graduate courses in public management, budgeting and finance, financial management, and



research methods. During her career, she has taught undergraduate, graduate and doctoral courses in public budgeting and finance. Dr. Willoughby has an extensive publication record (in peer-reviewed journals and books) as well as professional publications and presentations regarding public management, budgeting and financial management. She has served on the editorial boards of several academic journals, including *Public Administration Review* and *Public Budgeting & Finance*, was past chair and treasurer of the Association of Budgeting and Financial Management (ABFM), and is a fellow with the National Academy of Public Administration (NAPA). Dr. Willoughby was the 2016 ABFM Aaron B. Wildavsky Award recipient for lifetime scholarly achievement in the field of public budgeting and finance.

Dr. Willoughby has significant experience conducting funded research, having served as Principal Investigator (PI), Co-PI or team member on projects funded by The World Bank, UK Department of International Development, USAID, The Pew Trusts, Alfred P. Sloan Foundation, as well as other foundations, governments and public agencies. In addition to research produced from such work, Dr. Willoughby has served as an invited speaker, guest lecturer, course trainer and government consultant as part of project completion. Significant areas of focus of Dr. Willoughby's research regards public management and budgeting, including decision making practices, process innovations and reforms, government fiscal health, and public financial management capacities. She has conducted a substantial body of research about the legal foundations of performance budgeting in U.S. states as well as in governments around the world. Her authored books include the 2001 text co-authored with Dr. Kurt Thurmaier (Northern Illinois University) that examines the relationship between budgeting and policy development on the part of analysts employed in executive budget offices in 11 U.S. state governments in the South and Midwest. Her sole authored 2014 book, *Public Budgeting in Context*, examines budgeting at every level of government in the United States, with comparison to such practices in six other countries around the world. Her most recent book, *Public Performance Budgeting: Principles and Practice*, co-authored with Elaine Yi Lu (CUNY), examines the use of this type of budgeting by U.S. state juvenile justice agencies. Her studies of U.S. state gubernatorial budget and policy agenda-setting have been presented annually in The Council of State Government's Book of States for close to two decades.

Current projects of Dr. Willoughby include: 1) a study of innovation in state revenue departments with Dr. Marilyn Marks Rubin (CUNY) and Robert Hines (PhD candidate, University of Georgia); 2) research about the efforts of Florida's coastal counties to plan for and develop policy to mitigate the results of rising tides and climate change (with Andrew Grandage and Robert Hines, PhD candidates, University of Georgia) and 3) a forthcoming book with Lexington Publishers examining punctuated equilibrium theory in the context of local government budgetary agenda-setting and spending before, during and after major crisis, focusing on implications for Binghamton, New York as a consequence of major floods in 2011; for Tuscaloosa, Alabama as a consequence of the 2011 tornado; and for Louisa County, Virginia as a consequence of the 2011 earthquake. This latter project is being conducted with Dr. Komla Komla Dzigbede (SUNY, Binghamton) and Dr. Sarah Beth Gehl (The Rockefeller Institute). In her role as a NAPA Fellow, Dr. Willoughby is a member of the Standing Panel on Intergovernmental Systems. This group developed testimony provided by Teresa Gerton, NAPA President and CEO, to Congress in July, 2019 (<https://www.youtube.com/watch?v=FV3rIJfc850>). The Standing Panel is now preparing a management case that analyzes current intergovernmental advances and challenges regarding federal natural disaster relief efforts to state, local and tribal governments.

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**Bradley E. Wright**, Professor and Head of the Department of Public Administration and Policy



(Ph.D., State University of New York at Albany, 2001), specializes in organizational behavior. Dr. Wright's research focuses on how employee attitudes and behavior are influenced by an interaction between characteristics of employees and their organizational work environment. Much of his most recent research has focused on public service motivation, leadership and performance management. His work has been published in the top public administration and management journals, including *Administration & Society*, *American Review of Public Administration*, *International Public Management Journal*, *Journal of Public Administration Research and Theory*, and *Public Administration Review*. Dr. Wright is a Fellow of the National Academy of Public Administration and the former editor of the *Journal of Public Administration Research and Theory*. Prior to joining the University of Georgia, he was on the faculty at Georgia State University and the University of North Carolina at Charlotte as well as several positions in public higher education administration in both Michigan and New York. Email: [bew@uga.edu](mailto:bew@uga.edu)

**Eric S. Zeemering**, Associate Professor and MPA Director, (Ph.D., Indiana University, 2007), studies local governance and intergovernmental relations. He has published research on interlocal contracting for municipal services and the design and performance of networks for local environmental governance. He has conducted research in the United States and Canada, and received funding from the Canadian government to analyze intergovernmental coordination on sustainability efforts by local governments across the border between the U.S. and Canada. During the winter semester of 2014, he was Fulbright Visiting Research Chair in Governance and Public Administration at the University of Ottawa. His book *Collaborative Strategies for Sustainable Cities: Economy, Environment and Community in Baltimore* investigates how local actors define sustainability, and how these definitions shape policy implementation networks.

Dr. Zeemering's interest in local government led to his elected service on the city council in Rockford, Michigan (1999-2001), and appointed service on the Kent County Housing Commission (2003-2006) and the Daly City Parks and Recreation Commission (2009-2011). He currently serves on the editorial board of *Urban Affairs Review*, and is the immediate past chair of ASPA's Section on Intergovernmental Administration and Management (SIAM). Email: [eric.zeemering@uga.edu](mailto:eric.zeemering@uga.edu)

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